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MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: Max Hugel
Deputy Director for Administration

SUBJECT: Recommendations 3, 7, and 10 of the Inspector General's Report of Office of Technical Service Inspection

REFERENCE: Memo to DDA from DDCI, dtd 22 Dec 80, re Action to be taken on IG's Inspection Report of OTS (ER 80-8288/2)

In reference to the Inspector General's report on the inspection of the Office of Technical Service, comments on Recommendations 3, 7, and 10 are attached.

Max Hugel

Attachments

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Recommendation 3

The Deputy Director for Administration (DDA) has maintained a policy of aggressively insisting that General Services Administration (GSA) improve its support to this Agency. A paper has been prepared by the DDA that analyzes the efficiency, adequacy, and responsiveness of GSA services to the Central Intelligence Agency (CIA). The paper was coordinated within the Agency and mailed to Mr. Ray Kline, then-Deputy Administrator, GSA, released to the GSA transition team, and provided to the National Academy of Public Administration (NAPA). NAPA, under a GSA contract, was reporting on GSA organization, policies, effectiveness, and customer relations.

The NAPA report is now complete and identifies conditions that are endemic to the GSA system--conditions which preclude responsiveness. One of many recommendations to solve GSA's myriad of problems is to delegate more authorities to the entities which receive GSA services. Pursuant to the NAPA report, the Office of Logistics (OL) is now in communication with GSA with the objective of receiving additional delegations, particularly delegations which will enable Agency resources to have the authority to provide support in a time frame that is responsive to the requesting components.

GSA delegations to the Agency, and the use of internal resources to meet support requirements, represent the strategic plan to increase responsiveness. In response to the immediate problems, representatives of OL reviewed all Office of Technical Service (OTS) projects, with emphasis on health and safety considerations. Although many projects suffered delays, which caused annoyance, frustration, and even anger, OL did not find any project of such operational or health/safety impact that would justify the use of the Director of Central Intelligence's unique authorities to circumvent GSA and use internal resources for direct accomplishment. Therefore, until we can obtain delegations from GSA and obtain the staff for internal accomplishment, there is little else we can do except push GSA as hard as is productive. To that end, meetings between Logistics Services Division, OL; OTS logistics staff; and the GSA building manager have been set up on a weekly basis to provide follow-up and feedback on the status of all projects. As always, engineers and technicians from the Real Estate and Construction, OL, interface with GSA constantly, offering their expertise and services to the extent their limited availability allows in an effort to help GSA to meet our needs.

Specifically, representatives of the Offices of Security and Medical Services addressed the issues which motivated Recommendation 3 several months ago. In addition, there is a full

occupational safety and health inspection scheduled for this May/June for the areas in question. It will be conducted by the Industrial Hygienist and the Environmental Health and Prevention Medicine Officer. Any new problems will be noted at that time.

Recommendation 7

The Printing and Photography Division, OL, (P&PD) is viewed as the major source of graphic communications material for the Agency. As such, it must maintain a work force that possesses the requisite skills to fulfill any type of request for printing, photography, or visual aids service. Inasmuch as P&PD is a full-service facility, the type of work produced includes administrative material; analytical information; operational documents; and a multitude of reports, memoranda, and studies in publication form.

The Division is clearly dissimilar to the Graphics Branch, Graphics Authentication Division, OTS (GB/GAD/OTS). GAD's production capabilities are geared toward fulfillment of requests for specialty-type items, mainly for OTS requirements. Consequently, the GAD facility uses traditional equipment and methods for low-volume production while the highly automated P&PD facility is staffed and equipped for volume production for all Agency components.

P&PD and GAD have demonstrated excellent liaison ability through the years. Personnel in each organization are fully cognizant of the mission, responsibilities, and capabilities of the other. Reciprocal arrangements are frequently made by the two components to take advantage of the respective skills or equipment capabilities of the sister organization as production requirements mandate such action.

P&PD and GAD managers have discussed the points surfaced by the Inspector General, item by item. The mutual conclusion is that a duplication of effort is nonexistent and that the capabilities of the respective facilities are being exploited to the fullest. Although the report that GAD was producing "...internal administrative forms" had initially caused some concern, inasmuch as this is a clear responsibility of P&PD, as it turned out the GAD facility prints only in-house forms required by OTS, a factor of little significance.

In the final analysis you have my assurance that P&PD is being managed effectively and that the maximum yield of efficiency in printing, photography, and visual aid production is being obtained.

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